

Defense Leadership and Management Program

PROGRAM COMPLETION

Approved July 23, 2004

Background

DLAMP is designed to prepare a cadre of highly capable senior civilians to assume broader responsibility by expanding their knowledge of the national security mission and strengthening their understanding of complex policy and operational challenges faced by senior military and civilian officials of the Department of Defense. This document establishes the criteria for program completion and the process by which a participant who has met the criteria may apply for a DLAMP Certificate of Completion.

Requirements for Completion of DLAMP

To be eligible for a DLAMP Certificate of Completion, a participant must meet all of the following requirements:

- a. Is an active DLAMP participant in good standing;
- b. Has earned a master's or equivalent advanced degree through an accredited college, university, or Professional Military Education institution;
- c. Has completed DLAMP leadership course requirements;
- d. Has successfully completed senior-level Professional Military Education;
- e. Has had sufficient formal education in key business management and public policy areas (i.e., round-out) as determined in conjunction with the supervisor; and
- f. Based on a supervisory assessment (described below), possesses a level of proficiency in each of the Office of Personnel Management Executive Core Qualifications (ECQs) and the DLAMP Defense Criterion as would be expected of a highly capable senior civilian in the Department of Defense.

(1) The ECQs (Leading Change, Leading People, Results Driven, Business Acumen, and Building Coalitions/Communication) and the Defense Criterion are described in Attachment 1.

(2) The assessment should be performed initially by the participant's immediate supervisor and documented on the Application for DLAMP Certificate

of Completion, with a brief narrative description (no more than three pages) of the participant's abilities in each of the six elements.

(3) The assessment is subject to review and endorsement at each level in the application approval process, as described below.

Application for a DLAMP Certificate of Completion

A participant, with agreement of his or her immediate supervisor, may initiate an Application for DLAMP Certificate of Completion at any time after successfully completing all requirements of the program. Application will be made in writing through channels, as described below, using the form at Attachment 2.

The participant will complete Part I of the Application, certifying that all requirements have been successfully completed. The participant will then obtain the input and endorsement of his or her immediate supervisor in Part II. Review and endorsement of the second-line supervisor is required, unless the first-line supervisor is at the Senior Executive Service or General/Flag Officer level. (Components and their sub-elements may require additional levels of endorsement.) The participant will then forward the application to the Component DLAMP office for consideration and endorsement to the DoD DLAMP office. Authority to approve the application rests with the DLAMP Program Manager, CPMS.

The application may be denied at any level if a determination is made that additional training, education, or experience is required before the participant may be certified as having completed DLAMP. In such cases, the responsible official should provide the participant with specific recommendations for additional development activities. The participant will revise their Individual Development Plan to reflect these additional activities, and forward a copy through the Component to the DLAMP office.

Attachments:

As stated

Office of Personnel Management Executive Core Qualifications (ECQs) and DLAMP Defense Criterion

- **Leading Change.** Encompasses the ability to develop and implement an organizational vision, which integrates key national and program goals, priorities, values, and other factors. Inherent to it is the ability to balance change and continuity—to continually strive to improve customer service and program performance within the basic Government framework, to create a work environment that encourages creative thinking, and to maintain focus, intensity and persistence, even under adversity. **Key characteristics:**
 - Exercises leadership and motivates managers to incorporate vision, strategic planning, and elements of quality management into the full range of the organization's activities; encourages creative thinking and innovation; influences others toward a spirit of service; designs and implements new or cutting-edge programs/processes.
 - Identifies and integrates key issues affecting the organization, including political, economic, social, technological, and administrative factors.
 - Understands the roles and relationships of the components of the national policy making and implementation process, including the President, political appointees, Congress, the judiciary, state and local governments, and interest groups; formulates effective strategies to balance those interests consistent with the business of the organization.
 - Is open to change and new information; tolerates ambiguity; adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles; adjusts rapidly to new situations warranting attention and resolution.
 - Displays a high level of initiative, effort, and commitment to public service; is proactive and achievement-oriented; is self-motivated; pursues self-development; seeks feedback from others and opportunities to master new knowledge.
 - Deals effectively with pressure; maintains focus and intensity and remains persistent, even under adversity; recovers quickly from setbacks.

- **Leading People. Involves the ability to design and implement strategies, which maximize employee potential and foster high ethical standards in meeting the organization's vision, mission, and goals. Key characteristics:**
 - Provides leadership in setting the work force's expected performance levels commensurate with the organization's strategic objectives; inspires, motivates, and guides others toward goal accomplishment; empowers people by sharing power and authority.
 - Promotes quality through effective use of the organization's performance management system (e.g., establishing performance standards, appraising staff accomplishments using the developed standards, and taking action to reward, counsel, and remove employees, as appropriate).
 - Values cultural diversity and other differences; fosters an environment in which people who are culturally diverse can work together cooperatively and effectively in achieving organizational goals.
 - Assesses employees' unique developmental needs and provides developmental opportunities that maximize employees' capabilities and contribute to the achievement of organizational goals; develops leadership in others through coaching and mentoring.
 - Fosters commitment, team spirit, pride, trust, and group identity; takes steps to prevent situations that could result in unpleasant confrontations.
 - Resolves conflicts in a positive and constructive manner. This includes promoting labor/management partnerships and dealing effectively with employee relations matters, attending to morale and organizational climate issues, handling administrative, labor management, and EEO issues, and taking disciplinary actions when other means have not been successful.

- **Results Driven. Stresses accountability and continuous improvement. Includes the ability to make timely and effective decisions and produce results through strategic planning and the implementation and evaluation of programs and policies. Key characteristics:**
 - Understands and appropriately applies procedures, requirements, regulations, and policies related to specialized expertise; understands linkage between administrative competencies and mission needs; keeping current on issues, practices, and procedures in technical areas.
 - Stresses results by formulating strategic program plans that assess policy/program feasibility and include realistic short- and long-term goals and objectives.

- Exercises good judgment in structuring and organizing work and setting priorities; balances the interests of clients and readily readjusts priorities to respond to customer demands.
 - Anticipates and identifies, diagnoses, and consults on potential or actual problem areas relating to program implementation and goal achievement; selects from alternative courses of corrective action; takes action from developed contingency plans.
 - Sets program standards; holds self and others accountable for achieving these standards; acts decisively to modify standards to promote customer service and/or the quality of programs and policies.
 - Identifies opportunities to develop and market new products and services within or outside of the organization; takes risks to pursue a recognized benefit or advantage.
- **Business Acumen. Involves the ability to acquire and administer human, financial, material, and information resources in a manner which instills public trust and accomplishes the organization's mission, and to use new technology to enhance decision-making. Key characteristics:**
 - Assesses current and future staffing needs based on organizational goals and budget realities; applies merit principles to develop, select, and manage a diverse work force.
 - Oversees the allocation of financial resources; identifies cost-effective approaches; establishes and assures the use of internal controls for financial systems.
 - Manages the budgetary process, including preparing and justifying a budget and operating the budget under organizational and congressional procedures; understands the marketing expertise necessary to ensure appropriate funding levels.
 - Oversees procurement and contracting procedures and processes.
 - Integrates and coordinates logistical operations.
 - Ensures the efficient and cost-effective development and utilization of management information systems and other technological resources that meet the organization's needs; understands the impact of technological changes on the organization.

- **Building Coalitions/Communication.** Involves the ability to explain, advocate and express facts and ideas in a convincing manner, and negotiate with individuals and groups internally and externally. It also involves the ability to develop an expansive professional network with other organizations, and to identify the internal and external politics that impact the work of the organization. Key characteristics:
 - Represents and speaks for the organizational unit and its work (e.g., presenting, explaining, selling, defining, and negotiating) to those within and outside the office (e.g., agency heads and other government executives, corporate executives, Office of Management and Budget officials, congressional members and staff, the media, and clientele and professional groups); makes clear and convincing oral presentations to individuals and groups; listens effectively and clarifies information; facilitates an open exchange of ideas.
 - Establishes and maintains working relationships with internal organizational units (e.g., other program areas and staff support functions); approaches each problem situation with a clear perception of organizational and political reality; uses contacts to build and strengthen internal support bases; gets understanding and support from higher level management.
 - Develops and enhances alliances with external groups (e.g., other agencies or firms, state and local governments, Congress, and clientele groups); engages in cross-functional activities; finds common ground with a widening range of stakeholders.
 - Works in groups and teams; conducts briefings and other meetings; gains cooperation from others to obtain information and accomplish goals; facilitates win-win situations.
 - Considers and responds appropriately to the needs, feelings, and capabilities of different people in different situations; is tactful and treats others with respect.
 - Sees that reports, memoranda, and other documents reflect the position and work of the organization in a clear, convincing, and organized manner.

- **Defense Criterion – Broad Defense Perspective.**
 - Knowledge of the Department of Defense and Joint Service Principles – Is knowledgeable of recent studies and planning guidance directly related to the operations of DoD. Understands the operational aspects of Departments of the Army, Navy and Air Force. Applies Joint service principles in planning, doctrine, coordination, and communication. Is knowledgeable in planning, doctrine, coordination, communication, and training in support of a Unified Commander.

- Knowledge of the Department's national security mission – Understands the roles and relationship of the National Security Council, Department of State, and other organizations with responsibility for national security policy. Is knowledgeable of crisis prevention and management, including contingency planning. Is familiar with the conduct of alliances and defense relationships with foreign governments, their military establishments, and international organizations. Understands means of reducing and countering threats to the U.S. and allies, including weapons of mass destruction, counter-proliferation, arms control and security policy. Is knowledgeable of special operations activities, including civil affairs and psychological operations, and low-intensity conflict activities, including counter-terrorism, support to insurgency, and contingency operations.



Application for DLAMP Certificate of Completion

Part I. Participant Statement.

Participant Name _____ DLAMP Class _____

Component ___Army ___Navy ___Air Force ___Fourth Estate ___Intelligence

Command/Agency _____ Office Phone _____

E-mail _____

Name, as it should appear on certificate (print): _____

I certify that I have fulfilled all DLAMP requirements in a successful manner:

- Master's or equivalent advanced degree from an accredited college, university, or PME institution (attach a copy of your official transcript),
- DLAMP leadership course requirements,
- Senior-level Professional Military Education, and
- Any graduate courses in business management and public policy areas, as determined in conjunction with my supervisor (list course, school, year):

Signature of Participant

Date

Attachment 2

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Participant Name _____

Part II a. Supervisor's Assessment.

The participant named above has fulfilled all requirements and has successfully met the goals of DLAMP. In making this determination, I have assessed the participant against the Executive Core Qualifications and the Defense Criterion, and have determined that he/she possesses a level proficiency in each of these elements as would be expected of a highly capable senior civilian in the Department of Defense. Evidence of proficiency in each area is documented below (not to exceed two pages total):

ECQ #1 – Leading Change

ECQ #2 – Leading People

ECQ #3 – Results Driven

ECQ #4 – Business Acumen

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Participant Name _____

ECQ #5 – Building Coalitions/Communication

DoD Criterion – Broad Defense Perspective

Part II b. Supervisor's Certification.

Signature of Participant's Supervisor

Date

Printed Name of Participant's Supervisor

Grade/Rank

Part II c. Second-Level Supervisor Review and Endorsement (not required if first-line supervisor is SES/Flag/General Officer).

Signature of Reviewing Official

Date

Printed Name of Reviewing Official

Grade/Rank

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Participant Name _____

Part III. Agency/Command Endorsement (where required).

_____ Recommend approval.

_____ Other (provide rationale and return to participant's activity)

Signature of Agency/Command Representative

Date

Part IV. Component Endorsement.

_____ Recommend approval.

_____ Other (provide rationale and return to participant's activity)

Signature of Component Representative

Date

Part V. Approval.

_____ Approved.

_____ Disapproved (state rationale):

Signature of DLAMP Program Manager

Date